



# Enterprising People

An Enterprise Program Newsletter –  
Supporting communications between Enterprisers  
and our partners

Issue 44  
December 2010

## Mountain Heritage Featured in Documentary

Mountain Heritage Associates Enterprise Unit has restored dozens of historic buildings since it began its preservation program in 2006. Difficult to access backcountry projects have become one of its specialties. This fall, while Mountain Heritage Associates was preparing a project for next summer, the Idaho Public Broadcasting Station (PBS) filmed helicopter operations at its project on Lookout Mountain Lookout near Stanley, Idaho.

Lookout Mountain Lookout, on the Sawtooth National Recreation Area (NRA), is being restored so it can offer overnight accommodations to hikers in the NRA. Mountain Heritage Associates is conducting the work and it will use volunteers provided by HistoriCorps (a new FS sponsored non-profit) in July 2011 to restore the lookout. But first all materials and supplies needed to get to the lookout and September was the best time to do it. The project caught the attention of PBS who hired a local outfitter to pack the camera crew up to the top of the peak to film the helicopter operations. Footage will be used as part of a documentary on Forest Service fire lookouts in Idaho expected to air in March.

## Enterprise Program Update

It's amazing to think we are already in December and into the holiday season. As time goes by the Enterprise Program becomes more and more solidified within the Forest Service, an integral part of how the agency is able to fulfill its mission. It is something to celebrate.

This time of year is also one for added reflection, at least for me. I continue to be drawn to, and am inspired by, the reasons why the Forest Service was established and why it remains relevant in today's world. Certainly things have changed mightily since the agency's creation over 100 years ago, yet much remains the same. Many of Gifford Pinchot's words, as those by other agency giants, continue to ring true. Recently Chuck Myers, our Deputy Chief, handed out copies of *A Sand County Almanac* at one of our staff meetings. It had been years since I touched the book; I reread much of it on one of my recent trips to visit with some of your Enterprise Program colleagues. Leopold's powerful words helped me realize, again, why I joined the Forest Service.

So, why I am blathering on about this stuff? It is simply because I believe the core principles which drive Enterprise Program employees are one and the same as our colleagues across the agency. We are part and parcel of the agency; we only operate under a somewhat different business model.

In my travels over the last calendar year I have been

fortunate to visit with many of you and had the opportunity to see what several Enterprise Units are doing on behalf of agency units throughout the country. It feels good to be able see what you are doing to contribute to the agency's

mission. It is something to celebrate.

- Bill Helin, Director, Enterprise Program

***Mountain Heritage Associates prepares for summer 2011 work on Lookout Mountain Lookout near Stanley, Idaho. PBS crews were on location to film the helicopter operations for an upcoming documentary on Forest Service lookouts in Idaho.***



## Time to Remove Your Mask?

A number of Enterprise Unit leaders recently spent time with Dialogos. Exploration of our identity and culture was foundational to this leadership session. As we prepare to focus on Excellence in Enterprise at our annual meeting in February, the Enterprise Unit Partnership (EUP) Board offers the following article for your consideration. You may chat about this with others in the [Enterprise Group at GovLoop](#).

### **Masquerade Ball**

By Kim Allen, HeartMath LLC

Back in the day, I 'grew-up' in an organizational culture where everyone kept a stiff upper lip and wore their stress like a medal of honor. Managers exhibited—and everyone imitated—the kind of super hero behavior that can lead to exhaustion, burnout or breakdown.

When it was my turn to lead a team I discovered that when I was open about some of my own challenges, asked for help when I needed it and admitted I was wrong when I was, I set the tone for authentic communication all around. And the resulting dialogue almost always uncovered more options and creative solutions. Most importantly my willingness to be vulnerable reduced my self-imposed pressure to be invincible. I became a better manager, co worker, friend and mother.

While we often are willing to be vulnerable in our personal relationships we consider it off-limits in our professional lives. Some equate vulnerability to weakness and are threatened by it. Yet we have all been inspired by people who openly acknowledged how they've worked through a professional or personal issue that was emotionally challenging.

Being vulnerable within your own 'safe' zone really means finding the courage to be sincere, open and honest. It also means being receptive to input or feedback from others. A balance of truthfulness and sensitivity creates a safe environment in which everyone can learn and grow.

Take off the super hero mask. Be more authentic and allow others to learn from you in that process. You'll discover more about yourself and become a role model for honest communication and better relationships.



### **HSG Client Quote**

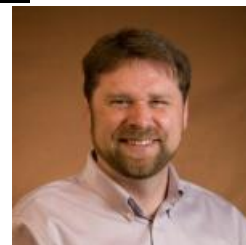
*"Heidi does a great job.... She effectively serves as the forest expert on TIM and TSA matters. As you are undoubtedly aware, Heidi works extremely well with other employees and contractors. I get similar feedback about her from our contracting officer, sale administrators, and Regional Office TIM/TSA/Sale Administration personnel who interact with her".*

Dave Kendrick, Mt. Baker-Snoqualmie National Forest, Vegetation Manager

## TEAMS New Executive Officer

Congratulations to Chris French, now officially TEAMS new executive officer. Having acted in the role for the past nine months following the retirement of Bill Hay, Chris's transition will be virtually seamless. Chris is well-known for his boundless energy, clearly reflected in his dedication to TEAMS as an organization, and most importantly through his sincere interest in the individuals who make up TEAMS. You can count on Chris for his "virtual" open door attitude, his quick humor, and most importantly his vision for TEAMS, its employees, and their future.

Chris has been with the Forest Service for more than 20 years and with TEAMS since 2002. He has a solid and well-rounded background in natural resource management and planning. Chris's leadership, instinct, knowledge, and sincerity are valued assets to our organization.



**TEAMS Enterprise Unit welcomes Chris French, new executive officer.**

## HSG Enterprise Unit – Heritage and Beyond

While not directly tied to the typical heritage offerings, Heritage Stewardship Groups' (HSG) Kristi Reece and Heidi Hooper are critical to the unit – providing Business Administrative services both internally to HSG as well as to Forest Service programs and projects nationwide.

Kristi Reece, HSG Business Director, is currently assisting the Regional Hydropower Administration Team (RHAT) in managing their regional budget and the 17 forests that it represents. Heidi Hooper, HSG Administrative Assistant, is busy supporting the Mt. Baker-Snoqualmie NF as a Resource Specialist for their Vegetation Management Program, which includes maintaining the Timber Sale Accounting (TSA) financial records and Timber Information Management (TIM) permit collection financial structure. From marketing and financial services to Resource

Specialist, HSG provides excellence in customer service, project support and program management.

For more information about how HSG Business Administrative services can assist your unit, contact Paul Claeysens at [pclaeysens@fs.fed.us](mailto:pclaeysens@fs.fed.us).

## **Resolving Conflict through CMP**

The Enterprise Program Office is pleased to announce that Melissa Marosy, Executive Officer, Creative Conflict Resolution, has been designated by the Washington



Office as the Conflict Management and Prevention (CMP) Program Manager. Formerly the ADR Program, the Conflict Management and Prevention (CMP) Program will continue to provide employees with quick, informal, professional assistance in resolving

workplace conflict and other types of disputes in a non-adversarial manner. It is available to Forest Service employees at all levels, including interns, volunteers, and (in some instances) contractors.

Melissa will be presenting a series of virtual CMP Program Awareness sessions in the coming weeks. The sessions will include:

- General information about the CMP program and who it is available to
- Examples of conflicts and situations in which ADR may be appropriate
- Descriptions of ADR techniques available
- Employee's rights to representation
- Expectations for participation by management
- Contact information

The CMP sessions will be held in January, *tentatively* on:

- Thursday, January 6, 11am PST
- Monday, January 10, 3pm PST
- Tuesday, January 11, 8am PST

Please note you are welcome to suggest additional dates and times if you are unable to attend one of the already scheduled sessions. Call-in information will be forthcoming via email from Melissa. For questions or more information, please contact Melissa at [mmarosy@fs.fed.us](mailto:mmarosy@fs.fed.us).

## **From the Editor**

Enterprising People is a quarterly publication focusing on Enterprise teams and their partners. Both Enterprisers and partners are encouraged to share topics and ideas or join our electronic mailing list by contacting editor Kristi Bray at [kabray@fs.fed.us](mailto:kabray@fs.fed.us). **If you're interested in contributing to the next issue, please send your submissions by February 11, 2011.**

## **TEAMS Featured at SAF National Convention**

In October, TEAMS Enterprise Unit was prominently featured during the Silviculture Technical Field Tour: Forest Restoration in Southwestern Ponderosa Pine, at the 2010 Society of American Foresters (SAF) National Convention in Albuquerque, NM.

The tour visited the Bluewater Ecosystem Management Project on the Cibola National Forest. Project objectives were to "reduce the threat of destructive crown fires and return the stands to a condition where ecological processes, such as fire and insects, can exist without having catastrophic effects."

Post harvest stand structure was designed to reduce the risk of catastrophic wildfire and enhance the natural food web of the ponderosa pine ecosystem. Species such as the northern goshawk, Merriam's turkey, and Abert's squirrel are expected to benefit.

TEAMS Field Operations staff performed sale layout, boundary painting and tagging, GPS, and marking in support of the project. Marking guides were developed by forest staff and adjusted in consultation with TEAMS timber personnel as the work progressed.

The tour stopped at four locations, illustrating the desired conditions, existing or pre-treatment conditions, active logging operations, and post harvest conditions. In addition, post harvest activities such as prescribed burning and tree planting are prescribed, but not yet implemented at the sites visited.



TEAMS featured project during the Field Tour at the Society of American Foresters National Convention.

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